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The Relevance of Political Skills for Leaders and Managers in the Industrial Revolution 4.0: A Case Study of the Indonesian Private Television Industry

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The inability of management in the Industrial Revolution Era 4.0 to recognise the needs of generation y employees in terms of job satisfaction is a scourge of companies in keeping them working. An incident occurred at a private television company X in Indonesia. The results of previous studies concluded that one of the causes of the phenomenon of voluntary employee turnover in one private television company in Indonesia was caused by office politics. The voluntary turnover because of office politics continued until 2017, even though the company needed reliable employees to create innovation to improve sustainable performance. This study aims to explain the conditions and events related to office politics in company X. A qualitative method of case study is used to reveal this incident by collecting data through interviews and field observations. Purposive and quota sampling was the choice as a sampling technique. The results of this study indicate that the understanding of office political skills by leaders and human resources managers was inadequate. Their political skills were not optimally prepared for employees, especially generation y. Office political skills are not something that is considered important so activities related to training and development for these skills are still limited. In the Industrial Revolution Era 4.0 employees need to understand that involvement in office politics is not a disgrace or a destructive behaviour. Based on these findings, human resource managers and leaders need to design effective organisational savvy training systems.

Key words: *Political Skills, Leader, Industrial Revolution 4.0, Private Television Industry.*

Introduction

The era of the Industrial Revolution 4.0 has a very significant impact especially on the business sector throughout the world including Indonesia. The arrival of this era became very important, through Making Indonesia on 4 April 2018, when the President of the Republic of Indonesia, Joko Widodo, called on Indonesia to be ready to enter the disruptive industrial world based on digital technologies and cyberspace. Some of the challenges faced include: improvements to digital infrastructure; standardisation of labour competencies; domestic funding; technology procurement; and the construction of innovation centres. In line with the demands of the Industrial Revolution 4.0, companies need to continuously prepare to build reliable and superior employees.

Employees are one of the most important elements of the organisation because they have economic value and are a mix of people who have knowledge, experience, skills and abilities. Therefore the company is obliged to pay attention to employees as valuable resources when hiring them. The facts show that it's difficult to have a competent workforce with good performance and even more so maintaining it. The important factor is to pay attention to employee job satisfaction including maintaining the work environment and preparing their competencies for carrying out their roles and responsibilities.

Lack of management and leaders' understanding of the basic needs of employees to do a good job can be the cause of employees leaving the company and cause rifts between employees and leaders. The rift develops because the company feels that it has given the best to employees even though employees feel the opposite; so that employees feel they are in the wrong place, want to immediately quit their jobs and join other companies. According to Hussain & Asif (2012), this is called turnover, namely the cessation of individuals in organisations. Whereas Wahlen (1994) revealed that turnover consists of voluntary turnover and involuntary turnover.

Involuntary turnover is the cessation of employees beyond their control, such as retirement, termination of employment, and death. While leaving employment consciously is called voluntary turnover. Voluntary turnover can have a negative and positive impact on the company. Positively the company replaces an employee who had poor performance with an employee who has better abilities and brings new ideas. The direct negative impact arises because there are significant costs when changing, recruiting and training employees, this is a psychological effect that can influence other employees in the company to try to look for work opportunities elsewhere. Besides that, fatigue pressure arises for the employees left behind. Staff shortages in the team have an impact on the quality of the program or product. The most

difficult thing is that the company knowledge is lost along with the cessation of employees. There is a loss of social capital that had been established between employees over a period of time (Ongori, 2007; Dawood & Malik, 2017).

Employee turnover was experienced by private television stations in Indonesia from 2010 to 2015. During that period the voluntary turnover averaged 12 percent and continued until 2017, never decreasing (Rony, 2016). Data shows that the employees who resigned were the young employees with a relatively short work period. They are classified as generation y (Gen Y) and were as much as 70%. Gen Y is a generation born from 1981 to 2000 (Cran, 2017). Gen Y is the generation of Facebook or Twitter, they like to be informal and creative and they never last long in the world of work (Gibson et al., 2010).

Interviews and preliminary observations of ex-employee Gen Y, who left the job, showed that they felt it was an uncomfortable and confusing atmosphere. Friends told bad things to their superiors without clear facts, as an opportunity to win over the boss which sacrificed the feelings of other friends. Bosses who are expected to consider the information carefully, can make the atmosphere worse. Some of these incidents encouraged voluntary turnover even though they were employees who have just been promoted to new positions.

The television industry needs human resources to run and produce television programs. In the world of television, performance in creating excellent programs must be created by employees who have creativity and a strong fighting ability (Martins & Martins, 2002). Facing the era of the Industrial Revolution 4.0, the television world rushed to follow developments and not be left behind other industries. Television is a creative industry and it needs to adjust immediately so as not to lose its market share including the readiness of technology and human resources (HR). This confirms that the task of developing and retaining employees has an equal degree of importance.

The turnover phenomenon due to office politics is indeed not a new phenomenon and there are a number of previous studies with this theme, among others, by Daskin & Tezer (2012); Daud et al. (2013). They explain that there is an influence of turnover by office politics and it is emphasised in the research as a cause of voluntary turnover. Rony (2016), states that the cause of employee voluntary turnover due to office politics is a lack of knowledge and skills of office politics, even though these skills are important to master the Industrial Revolution Era 4.0.

Based on the above phenomenon this research wants to find out more about why office politics is one of the things that is avoided by employees in the company. This study also aims to describe the process of office politics and find out the triggers. The findings of this study can be used in a program by HR managers and leaders to anticipate events related to office politics that cause employees to take voluntary resignation.

Literature Review

Industrial Revolution 4.0 Era

Industrial Revolution 4.0 or fourth-generation industry is a change in the industrial sector in the world which is influenced by the rapid development of technology and the internet (Hermann, et al., 2015). One of the results of its application is innovation and change to a business model that is more efficient and effective. Facing the Industrial Revolution 4.0, companies should ideally organise and empower human resources to be able to compete and succeed in the face of ever-changing business dynamics.

According to Aoun (2017), human resources in this era need to be equipped with several important competencies, namely: (1) data literacy, the ability to read, analyse and utilise big data information in the digital world; (2) technological literacy, understanding how to work machinery and technology applications (coding, artificial intelligence and engineering principles); and (3) human literacy, humanities, communication and design. From the perspective of human literacy, the goal is for humans to function properly in an increasingly dynamic human environment. However, these competencies will not run optimally without basic human resource competencies, namely: leadership; working in teams ; agility and cultural maturity (cultural agility), with different cultural backgrounds, working together; and entrepreneurship (including social entrepreneurship).

Besides that, the fundamental capital of HR that has been considered successful in HR management (HRM) practices must be maintained is Goleman's (1998), emotional intelligence which includes self-awareness, emotional management, self-motivation, compassion (empathy), managing good relations (managing relationship), personal style and communication skills.

Communication Skills in Organisations

Mastery of communication skills becomes very important, especially when a person becomes a member of an organisation, because these skills become tools to interact with other members. Communication failure will result in misunderstanding. Communication is the process of acting on the information. It is also a process where messages are sent and received simultaneously by which we make sense of the world and share that sense with others. In most cases, interpersonal communication affords the best opportunity to clarify meaning and resolve uncertainty and misunderstanding (Beebe & Masterson, 2015). Ineffective communication is a basic ingredient in the emergence of office politics because it has an impact on the messages conveyed, giving rise to conflicts leading to office politics (Ayub et al., 2014).

Communication among colleagues and fellow employees is carried out to: disseminate and retrieve information timely and efficiently; coordinate and complete job tasks; for decision making; and finally, to minimise or solve conflicts in the organisation. Communication in organisational life provides a basis for understanding virtually every human process which occurs in an organisation such as: conflict; cooperation; decision making; the use of power and authority; compliance, resistance, morale and cohesion; and the creation and maintenance of relationships.

Expertise in communication is a challenge for companies and HRM in developing HR in the organisation. This can be achieved through training, assistance and assignments for employees so they can be skilled, develop and compete in the era of the Industrial Revolution 4.0. The company's job is not to stop developing employees but to make strategies to keep superior employees working so they do not resign and move to other companies, in other words so they do not take a voluntary resignation.

Generation Y and Office Politics

The voluntary turnover of employees are influenced by the presence of factors driving the conditions in a company which is dominated by Gen Y, age, years of service and status. Younger single employees, have more opportunities to get new jobs but are vulnerable Mobley (1986) especially the younger Gen Y. Gibson et al., (2010), asserted that Gen Y is a generation that likes to switch jobs and gets bored quickly when career development opportunities are not available quickly. According to Kristensen (2008), Gen Y is an official term originating from the US; at that time there were 78 million people born between 1981 and 1998. This generation has high hopes and beliefs about the future, enjoys a dynamic life and moves fast. The technological fondness begins with this generation.

According to Tsang et al., (2019), Gen Y requires self-development, high performance and openness to change. For them life is so dynamic and almost without a bureaucratic barrier. The results of research from the Institute of Leadership & Management in collaboration with Ashridge Business School said that Gen Y really wants companies to have a system that can develop their skills, with a good reward and a clear coaching process. This generation likes to work together in teams. Gen Y is relatively far more idealistic, their motives are generally driven by passion and all their activities are supported by modern ways, therefore they are not accustomed to the ways that lead to conflict building, because they are vulnerable to office politics.

Office Politics and Turnover in Organisations

Office politics is one of the internal factors causing employee turnover (Rony, 2016). Office politics are the ways in which power is shared within an organisation or work environment and these ways are influenced by personal relationships between the people who work there. Political practice in organisations can also be triggered by differences of opinion between members of the organisation (Ferris et al., 2002). Even leaders use their power to benefit their reputation with sacrifices (Landells & Albrecht, 2013). Reinforced by Lacey (2003), office politics occurs because of a potential source at work, as well as a combination of many elements and different protagonists or actors who give birth to negative perceptions. The stigma may arise because many parties have already put forward the negative side of politics in the organisation rather than the positive side.

Office politics is a strategy that people use to get benefits, both personally and in the interests of their groups. The term office politics becomes negative when people justify any means and take advantage at the sacrifice of others so that it impacts on an uncertain work environment. Kren (1997); Lau & Tan (2006) and Lau & Buckland (2001), says it ultimately increases turnover, provokes cynicism and even lowers business performance. In every organisation, there is certainly a political context Marques (2010), especially politics in organisations such as a behaviour that is not formally sanctioned by the organisation and often results in conflict and disharmony in the work environment. Every organisation tends to be politicised because an organisation consists of more than one individual and each individual will have different thoughts (Chenhall & Brownell, 1988).

Leader and Office Politics

The phenomenon of employee turnover is caused by office politics which requires many basic competencies that need to be prepared for members of the organisation and its leaders. Today's leaders face many challenges, especially being the leaders of Gen Y. A survey from the Ethics Resource Centre (2009), shows that 51% of Gen Y need a leader who can be a coach/mentor for the development of their abilities and career. They are expected to be a problem solver, inspirator and a director. In addition, they expect leaders to be a confidante or friend, to discuss both private or work matters and not keeping a distance, bossy, or intentionally designing a bad office political system even though the goal is good. According to Kreitner & Kinicki (2014), leaders have the task of influencing other individuals to achieve common goals and Colquitt et al., (2015), explains that organisational members expect that: shared goals are done in a friendly manner; praise is given to employees performing well; employee opinions are listened to; and they do not use personal interest for the sake of power.

In other words, when leaders do not care about creating a sense of comfort and enthusiasm for individuals in the work place, they will have an impact on the quality of work. It will be less than optimal and ultimately decrease overall organisational productivity, such as the results of the Gallup survey and interview by Sarah Green from HBR with Karen Dillon and Dorie Clark. They stated that a comfortable work environment in an organisation is usually formed from the success of a leader in navigating the political role of the office relating to relations between employees. Leaders who fail to navigate the office's political role in a positive work environment will have a negative impact. This has the impact of reducing the work output of each individual, thereby impacting on the productivity of the whole organisation.

Some experts consider that office politics does not always have a negative connotation. According to Ivancevich et al., (2010), that political behaviour, which is behaviour outside the normal power system, is designed to provide benefits to individuals or sub-units. According to Drory & Vigoda-Gadot (2010), politics in organisations can be entirely positive or even negative. Office politics is a natural thing in organisations. In other words, politics in organisations are not entirely destructive, but situational, where the implications depend on the nature of the individuals who face it. Office politics is the art and science of influencing others when there are two people involved. For those who are not happy with politics, they will see politics as something that creates stress, ambiguity and frustration. While for those who involve themselves in political activities, they will do everything in their power to gain control of the organisational (Greenberger & Strasser, 1990).

Research Method

This research is qualitative using a case study approach, explaining a real case in one private television company X related to the cause of employee turnover due to the inability to manage office politics. The research methods and procedures use the case study research design presented by Yin (2012), where the researcher observes and analyses all secondary data and determines the informant.

Informant

Data from the Department of Human Resources of PT X in the 2015 to 2017 period shows that employees included in the Gen Y category reached 70 percent. From a total of 128 employees there were: 18 informants who resigned from their jobs due to office politics and all were classified as Gen Y; 8 informants who were selected in the category of former employees who got promotions and felt the political atmosphere of the office while working at PT X; the working period ranged from 3 to 4 years; and they are not more than 33 years old; and 5 of them get a new position in about 1 year. From 8 people: 3 people work in the Production

Department; 4 people come from the Sales Department; and 1 person from the News Department.

Table 1: Informant's Data

No	Initial Employee Name	Position	Tenure in the Current Position (Year)	Age (Year)	Total Service Years (Year)	Department
1	HS	Producer	1.5	32	3	Production
2	AI	Producer	1	31	4	Production
3	MR	Assistant Producer	1.5	30	4	Production
4	JN	Sales Group Head	1.5	33	4	Sales
5	ED	Sales Group Head	1	32	3	Sales
6	AC	Sales Group Head	1.5	31	3	Sales
7	TR	Sales Group Head	1	30	3	Sales
8	DH	Producer	1	32	4	News

Interview Guideline

Interview guides are prepared to help the researcher's direct informants to become more productive and involved in the discussion group Lafferty (2004). The researcher designs the interview guidelines from general to specific questions Kingry et al. (1990). The guide was initially used in an interview and then after receiving feedback, was developed in subsequent interviews to get more detailed answers.

There were six main questions designed about how the office's political process is experienced and how it influences them to decide about leaving the company, as well as the factors that sharpen the emergence of office politics. What is their perception of leaders related to office politics? What is the role of HRMs so that companies do not lose superior employees due to office politics? Why are the office's political problems not immediately resolved? What are the obstacles they face in dealing with office politics? During the interview, the informants were open and clearly explained the events that occurred between friends, teams and leaders when they faced office politics) Pussymanov et al, 2018).

Data Validation

To ensure the validity of the interview results and the verbal accuracy of the participants' experiences, each interview was recorded with audio and video. These activities and observations of informants were fully transcribed. The case study only focused on turnover, office politics and leadership and involved 8 informants. The data obtained is quite satisfying because it uses a relatively homogeneous population. All informants are classified as Gen Y, have a leader's experience of no more than two years and work in a field that sets certain targets. To facilitate the classification of information, all interview data were coded manually by two master students trained in a qualitative paradigm. They examined, analysed and made categories (Miles, Huberman, & Saldana, 1983).

Data Analysis

Data analysis was carried out to answer the research questions. Therefore, data coding was used to sort, thematically represent and divide, into small units (phrases, sentences or paragraphs). These are units grouped into Creswell & Clark's code (2011). The codes are then made into patterns and organised into themes to protect informants and obtain the necessary data. Pseudonyms were used to maintain the confidentiality of informants Ayres, et al. (2003); Starks & Trinidad (2007).

Results and Discussion

The interviews of the eight informants showed that: they liked their field of work; the duties and responsibilities of the job were done well; and the knowledge and experience gained while working made their competencies improve rapidly. They got lots of friends, new teams and built up extensive networks. This is not surprising because the number of employees in private television companies has reached approximately 1400 people and around 70 percent are young than 35 years old. They get the work atmosphere according to their passion and increased competence. However, several times they felt the task given was excessive and they did not have enough time. The dynamic office environment and the characteristics of a media company require employees to work fast and tough in the face of various new problems challenges.

From in-depth interviews several important themes were found that caused the emergence of office politics, namely limited office political knowledge possessed by employees and HR leaders and managers' communication and social skills.

Table 2: The important theme that led to the emergence of office politics

No.	Questions	Interview Results & Field Observation	Topic
1	Factors that sharpen the rise of office politics	Inadequate leader competence	Competency & System
		A system that stimulates competition	
		Understanding of informants is limited and most of them negatively evaluate office politics	
2	How is your perception of leaders related to office politics	The action taken by the leader raises new problems. There are even times when leaders are the originators of office politics	Leader
3	What is the role of Human Resources managers so that companies do not lose superior employees due to office politics	There is no structured and specific training for new leaders to master office political skills	Insufficient briefing and recruitment preparation
4	What are the office's political problems that they felt were not immediately resolved	More concentration of achieving targets compared to matters relating to the comfort of the company's environment	Less sensitive
5	The obstacles they face in dealing with office politics	Not considered important, do not understand how to solve it.	Communication skills
		Already tired enough, the energy consumed to overcome a relationship, not to the completion of work	Organisational Communication

Some of the informants felt tired enough to be pressured to produce programs that were liked by the public and attracted advertisers. According to them the target demanded was too high, which required them to compete between teams, especially in the marketing and production teams. The weekly reward system (that provides in hard cash) encouraged them to compete to achieve it and indirectly this process gave rise to competitive behaviour. These conditions caused work inconvenience. The informants felt different demands when occupying a position as a new leader. They often felt competition as the targets achieved by other managers are better and bigger. The teams were sharply compared with each other. This created a sense of inferiority especially when the target is not reached. The atmosphere was not conducive for work when there are a lot of rumours that gave rise to negative judgment, for some informants.

Statement from one of the informants obtained from the interview:

... When I was a staff member, I felt an atmosphere of mutual support, no suspicion, now after becoming a manager, I often saw my friend licking my boss. And I heard my friend vilify other friends. Unprofessional, we used to protect each other but now tell each other about their weaknesses. It seems that all this time, communication that has been running well has now changed with questions that have been attacking each other. The questions raised were conveyed like accusations. Such an atmosphere makes it confusing and different from the value of my life ...

Organisational Communications

Another informant said that some information from his friends who were listened to at the leadership meeting, was very different from the information directly conveyed. It is very unfortunate, the leader also does not clear give out information which confused the informant and sharpened the office politics. Politics in organisations can stimulate the growth of ambiguity or confusion from members of the organisation. This confusion arises because company members feel confused between which things must be responded to as truth or responded to as a mistake Kren's (1997). Ambiguity caused some people to feel like withdrawing from the organisation. Organisational politics are destructive and can reduce the involvement of members of the organisation to all the problems in the organisation. Office politics is more easily conditioned when the immediate boss starts by building an atmosphere by favouring someone (Landells & Albrecht, 2013).

As told by one informant:

... I often hear my boss over praise my friend, even though the target that I produce is not much different. Sometimes I hear a friend convey my idea, without acknowledging that the idea does not belong to him. Over time I also feel uncomfortable and tired heart is not tired of work mom ... with these conditions, finally I just resigned.

The answers from the informants above shows that the ability to communicate and interact in an organisational has not run optimally; even though communication within the organisation has become a central point in creating a conducive situation and environment, and establishing continuous communication. With communication, organisations can increase team trust, improve the good image of leaders and even help improve product/service productivity. Therefore, communication within an organisation must be understood correctly and applied and developed by anyone, including individuals, communities and the organisation.

Leader Competency

The ex-employee informant of the company explained that their friends, who were still working, were also unhappy with the office politics but it was impossible to resign because they had not yet found a new job. The results of the interviews show that some leaders have not yet realised that the way they are building ineffective competition and having unclear communication is sharpening the political climate of the office. In the end, employees feel that they spend a lot of time thinking about solving problems rather than completing work with the best results and this causes employees to resign.

When this type of atmosphere occurs, the leader feels this is not his responsibility even though the role of the leader is important in creating good dynamics of every relationship. Leaders who succeed in creating a good work environment and dynamics are those who understand employees and motivate them to do their jobs well. The characteristic of leaders succeeding in creating a positive office political environment is when employees are able to solve problems, navigate complex issues and relationships but still finish their work well.

Office politics should ideally be carried out by leaders effectively and proportionally and adjusted to the company's competitive climate. Ideally as leaders, they understand and provide an understanding that it is impossible to eliminate the level of politics in an organisation. They need to continue to explain that politics is bad and focus on how to suppress the destructive nature of the political practice. Office politics are not always negative. Negative judgments arise when leaders cannot control constructive office politics to improve individual and team performances. Therefore, employees and leaders are expected to understand the political conditions in the organisation so that they are able to understand the situation. In this event, the leader can conduct informal mentoring. Employees can learn from the experience of leaders how to deal effectively with office politics.

This research show some of the limitations of leaders in implementing effective organisational communication. The leader who is responsible will give priority to persuasive ways to maintain the integrity and togetherness in the organisation, even though there are big differences in the organisation. If not resolved communication within the organisation will weaken the energy of the organisation to answer all the challenges and expectations of stakeholders.

Failed communication will reduce the confidence of the organisation to take quality actions and the organisational performance will free fall to the lowest level because: decision making is delayed by failed communication; organisational accountability will be questioned by stakeholders; and a war at the grassroots of the organisation will damage the foundation of the organisation (Kren, 1997; Lau & Buckland, 2001; Lau & Tan, 2006).

A wise leader certainly understands that an organisation belongs to the stakeholders, not just to the leader and the people. For this reason, leaders must communicate with correct information, not pressure any party, be able to minimise or avoid greater problems and maintain organisational integrity while avoiding all potential harm to the organisation and its stakeholders. If not, then the apathy and cynicism of stakeholders will take hold over the organisation, so the organisation looks like helpless and authoritative.

Good and persuasive communication will help organisational involvement in realising all the expectations of stakeholders (Ayub et al., 2014; Beebe & Masterson, 2015). Therefore, every individual and group in the organisation must stop suspecting each other and build commitment and consensus to provide the best things for the organisation and stakeholders (Kren, 1997; Lau & Buckland, 2001; Lau & Tan, 2006). Having a strong character with high integrity is one of the attitudes that must be possessed by a leader (Jumintono, et al., 2018).

The Role of the manager of Human Resources

It is not only the duty of leaders but also the task of HRMs to pay attention to individual characteristics in the recruitment process. Some studies suggest that someone with high emotional intelligence can better regulate their feelings in response to stress. In this case, stress is one aspect that is caused by political practices in organisations. It can be said that individuals who have high emotional intelligence can better respond to political practices in their organisations because individuals are able to regulate their feelings and prejudices. Individuals with high emotional intelligence can more wisely see things and can judge an event in a broader context which can ultimately increase their involvement (Goleman, 1998). In addition, HRMs need to prepare training for employees to navigate politics within the organisation, especially for employees in marketing who work in an atmosphere of competition.

Management must develop a corporate political culture that is easily understood by its employees. Establishing a clear policy and chain of command helps employees find answers more easily and they can use their productive time to produce good quality work. A focus on collaboration and solid teamwork can prevent conflicts that can reduce work productivity. In addition, it is important for every employee in the company to understand that office politics always happens everywhere. Even though specialist workers will not avoid office politics. Participating in or not engaging in politics are the two options. Political practice in organisations is inevitable but there are ways to suppress its negative effects and even turn it into a positive (Maslyn & Fedor, 1998). Politics in organisations is not bad as long as it is still within healthy limits. Healthy, in this case, is the political practice carried out in the organisation which still puts forward the value of the organisation and does not cross moral boundaries.

Therefore, it should be noted not how to eliminate the level of politics in an organisation or continue to complain that politics is bad, but rather focus on how to suppress the destructive nature of the political practice. It is known that the problem in political practice is the emergence of ambiguity in the organisations practice and also the appearance of the prejudice of fellow colleagues. This needs to be addressed is the organisational environment. The establishment of a more transparent organisational environment can suppress this ambiguity, especially if there is a clear system in all sensitive aspects of the organisation such as performance appraisal and promotion.

From the results of this study, the researchers developed a concept for employment of Gen Y to develop political office skills which will avoid the high incidence of voluntary employee turnover in a company, shown in Figure 1.

Figure 1: Training and Informal Mentoring Office Political Mentoring Can Reduce Employee Turnover



Conclusion

The results of this study indicate that awareness of leaders and HRMs is still low on matters that are caused by events due to office politics. Most employees also still consider office politics negative, so they assume that office politics must be avoided as they are prone to face slightly complex problems. Especially the limitations of communication skills that have not been optimal and can easily lead to negative perceptions and accumulate into unresolved problems.

Implication

In the 21st century of the Industrial Revolution 4.0 era, HRMs are required to be more observant in making employee management systems to meet the various issues that arise, one of which is related to the political phenomenon in organisations. The selection and selection system of test kits is a part that cannot be considered trivial in producing candidates who are resilient and can manage stress well. In addition, the requirements for communication standards

for employee candidates need to be considered so that employees who are accepted to work have a communication standard at a predetermined level. In other words, the results of passing emotional scores and communication competencies are things to consider in the Gen Y employee recruitment process. This is the basis for producing superior employees in the organisation. In addition, HRMs need to provide training that includes an office politics module especially for employees who will be promoted so that they have the view that office politics is something that is sure to happen and can be handled. The training would aim to develop individual political skills. At the organisational level, training can educate organisational members about the reality and function of political organisations as a framework for decision making and achieving the goals of (Bolman & Deal, 2003; Greiner & Schein, 1989).

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